



Missouri Department of Revenue

Version: 07/2024 - Fiscal Year 2025



VISION

To provide *every* customer the best experience *every* time.

THEMES

Embed Transformational Purpose

Encourage team members to take personal ownership of our vision and understand how they support its delivery.



Integrity

Focus on Customer Service

With every action, demonstrate our passion for serving Missouri's citizens, businesses, and communities.



Service

Organizational Culture

Foster a positive, engaging work environment for all team members while ensuring those who deliver at the highest levels and uphold our values are recognized for their efforts



Respect

Partnerships

Establish partnerships with public and private entities to provide expanded services and resources to Missouri's citizens, businesses, and communities.



Community

IT Roadmap

Develop an IT strategy that facilitates continued modernization and improves the overall customer experience



INITIATIVES

Leadership Handbook

Continue to develop and implement a formal handbook for leaders within the Department to use as guidance for attendance management, performance counseling, discipline templates, and other personnel tools.

Out-of-State Leasing Evaluation

Review the Taxation Field Audit out-of-state leasing cost and develop a plan to transition these offices to remote work.

Revamp New Team Member Orientation

Review necessary information that new team members need to know and establish a professional development curriculum to ensure team members receive thorough benefit information, are given an opportunity to attend required training, and offer a warm and welcoming first impression of DOR.

Taxation Scanning Opportunities:

Review Taxation and Administration Record Center paper files to look for additional scanning opportunities.

MOA Modernization:

Develop a process to better track and maintain Department Memorandum of Agreements (MOAs).

Sales/Use Tax Electronic Filing:

Continue reviewing the sales/use tax electronic return filing process to make improvements to increase the customer filing compliance rate from an average of 80% to 85% through customer outreach and efficiencies.

Taxability Matrix:

Develop a tax matrix for businesses to use as a guide when presented with coupons, rebates, cash back, or other promotional discounts.

Tax Video and Education Material:

Work with the Communications Team to create effective videos to better educate New Business and Political Subdivisions.

Mobile Unit:

Develop and implement a plan to utilize a mobile unit in locations throughout Missouri where there is a need for citizens to conduct their Motor Vehicle and Driver License transactions.

Outbound Educational Correspondence:

Evaluate and simplify the process of Outgoing Correspondence (OC) in Revenue Premier.

Service Awards:

Revamp DOR team member service awards by bringing back service lapel pins and modernize the existing service awards.

Training or Job Shadowing Passport:

Create a training passport and stamp process where team members can earn stamps for completing select professional development opportunities.

Team Member of the Month Evaluation:

Evaluate the current process and identify if a People's Choice Award would be valuable where co-workers can select a Team Member of the Month in addition to or instead of the Leadership Team's selection.

Dealer Renewal Workload Balance:

Evaluate if changes can be made to the dealer renewal process.

Enhance Data Reporting:

Publish the Department General Revenue daily report using Tableau.

Revise License Office RFPs:

Update the Request for Proposal (RFP) process to include performance measures and General Operations (GO) report.

MVDL Integration:

Complete Phase 1 Driver License Module implementation encompassing Driver License system infrastructure, equipment deployment, and training of DOR staff and license offices. Capitalize on efficiency gains to streamline work processes.

Improve County Collector Property Tax Update process:

Identify a more efficient process of transferring and uploading county personal property tax information for tax compliance verification.

Utilize Adobe Experience Manager:

Develop a Revenue specific environment to allow for Department forms to be posted on the DOR's forms portal and allow for online submission options.

CTG Rewrite:

Evaluate letters in the Correspondence Tracking Generation (CTG) system and determine if other systems will replace the functionality and what correspondence is still required for a possible system rewrite.

Migrating Teradata/EDW:

Migrate Teradata and the Enterprise Data Warehouse (EDW) from the legacy on-premises location to a Cloud infrastructure.



Missouri Department of Revenue



MEASURES

By June 30, 2025, 100% of leaders within the Department will have access to the leadership guidelines via a link on the Intranet.

By June 30, 2025, end the 3 out-of-state leases and transition staff to 100% remote work.

By June 30, 2025, offer a thorough and informative New Team Member Orientation program.

By June 30, 2025, replace paper retention with scanning and repurpose the Permanent Files space on the first floor of the Truman Building.

By June 30, 2025, move all active MOA's to a shared file location that includes the ability to track expiration and renewal dates.

By June 30, 2025, identify improvements to increase the Sales and Use Tax filing compliance rate to 85% through customer outreach and efficiencies.

By June 30, 2025, add a new tax matrix to the website that provides guidance on tax application for sales with coupons, rebates, discounts, cash back, etc.

By June 30, 2025, create videos to educate new businesses and Political Subdivisions about their tax responsibilities.

By June 30, 2025, begin stationing the MVDL mobile unit at specified Missouri locations to offer motor vehicle and driver license services to our customers.

By June 30, 2025, expand the usage of Simplified Outbound Correspondence generation through Revenue Premier.

By June 30, 2025, begin distributing new service awards.

By June 30, 2025, begin offering professional development stamps for team member training passports.

By June 30, 2025, begin implementing a new Team Member of the Month and People's Choice award program.

By June 30, 2025, change the Dealer Renewal schedule to balance the renewal workload between renewal periods.

By June 30, 2025, publish the Department's General Revenue daily report using Tableau.

By June 30, 2025, the License Office Request for Proposal process will incorporate performance measures and General Operations reporting.

By November 12, 2024, complete Phase 1 Driver License Module implementation, deploy equipment to license offices, and complete initial training for all license offices and team members.

By June 30, 2025, allow frequent uploads of personal property tax information from political subdivisions.

By June 30, 2025, use Adobe Experience Manager for forms on the DOR's forms portal and offer the capability for online submission.

By June 30, 2025, rewrite or discontinue the Correspondence Tracking Generation system (CTG).

By June 30, 2025, move Taradata and the Enterprise Data Warehouse (EDW) from the legacy on-premises location to the Cloud infrastructure.